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23 MAY 1973

Project: Intelligence Production Review

1. This project was approved by General Graham on 25 April 1973 (see memorandum attached).
2. To date finished intelligence production reviews have been completed for Latin America and Southeast Asia. We are in receipt of printouts for China, the Soviet Union, and the Middle East, and these reviews are in progress.
3. Interim recommendations based on the two completed reviews are:
 - a. The DCI, probably through the USIB vehicle, should address the matter of appropriate agency production. Completed and pending analyses should provide a good basis for this.
 - b. Some means must be devised to keep production duplication and overlap in check. To this end, an on-line registry file for finished intelligence production would appear to be a feasible solution. The file would consist of the proposed title for a product, a brief content description, and the estimated production date. Each agency contributing to the file would be responsible for inputting the file and consulting it before initiating production. Within directive bounds, an agency would have the option to declare its intention to produce on a subject already identified, but the file would immediately alert production managers to carefully scrutinize the duplicative products. IC/PRG access to file on a continuing basis would allow us to take corrective action in cases of unwarranted duplication. (Initial contacts have been made with COINS project personnel and an intelligence production registry file proposal is being developed.)
 - c. Additional research may also be required on the subject of intradepartmental/intra-agency production duplication.

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4. Project officers:

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25 April 1973

MEMORANDUM FOR: General Graham

SUBJECT: Production Resources

1. As you are aware, a great deal of "inappropriate" agency production goes on within the intelligence community. While some production duplication may be desirable, generally speaking the appropriate agency should produce the intelligence for which it is best qualified. The numerous State Department studies on military subjects are a classic example of production outside a department's area of primary interest. There are valid and not so valid reasons why the current patterns of production have come about, but good management practices dictate that something be done to improve the situation.

2. As a first step, a factual basis on which to base recommendations must be developed. To this end, I have asked the Central Reference Service to prepare a printout of community production over the last year for Latin America. This printout will be by title/keyword and producing agency. Other areas of the world will be examined in a like manner based on a review of findings in the Latin American case. (There is some question that we are exercising the retrieval system most efficiently.)

3. When the above evaluations are completed, or when reportable headway has been made, the results will be forwarded along with recommendations.

Signed

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2 -

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